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Call: K-GP-TNG-336-HI - Volume: I

IRIS: 11L5327

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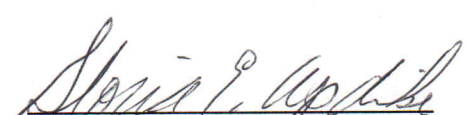
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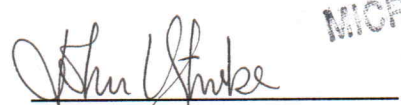
336TH TRAINING GROUP

1 January - 31 December 1994

Volume I - Narrative

Assigned to
Nineteenth Air Force
Air Education and Training Command
Stationed at
Fairchild AFB, Washington


GLORIA E. UPDIKE
Group Historian


JOHN L. STRUBE
Colonel, USAF
Commander

MICROFILMED BY ISAM

Date Signed: 14 July 1995
Office of Origin: 336 TRG/HO

This volume contains
unclassified information.

0115327

SECURITY NOTICE AND ADMINISTRATIVE CONTROLS PAGE

This volume is unclassified and contains no special markings.



Col John L. Strube accepts command of the 336 TRG from Maj Gen Everett H. Pratt, Jr., Commander, 15 AF, on 11 July 1994 in front of the

headquarters building, 336 TRG, Fairchild AFB, Washington. (Pictured [left to right]: Maj Gen Everett H. Pratt, Jr.; CMSgt Elmer

C. House III, 66th Training Squadron; Col John L. Strube; Col John C. Chapman, Jr. (outgoing Commander, 336 TRG)).

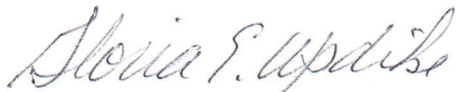
PREFACE

This is the official history of the 336th Training Group. It was prepared as a record of the group's successes and accomplishments, as well as its major problems and efforts to resolve them. That the group was so remarkably successful in accomplishing its mission is attributed to the unselfish attitude, dedication, and hard work of every assigned officer, enlisted person, and civilian.

The group's unit historians prepared the foundation used to build this historical account. Their cooperation and assistance are gratefully acknowledged.

The events of the last two weeks of June 1994 will long remain in the minds of all personnel, military and civilian, adult and child, who worked or lived at Fairchild Air Force Base, Washington. They twice demonstrated the ability of the human spirit to triumph over adversity. We dedicate this history to the survivors and victims of that tragic time.

This history is subject to revision as new information becomes available. Suggested changes or corrections to make this document more complete should be directed to 336 TRG/HO.



GLORIA E. UPDIKE
Group Historian
336th Training Group
Fairchild Air Force Base, Washington

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336th Training Group Change of Command Ceremony iii

EXPANDED CHRONOLOGY

- Jan 94 The 336th Training Group hosted the training development conference to draft the career field education and training plan for survival, evasion, resistance, and escape training instructors. Major Dan Baumgartner, the career field manager at Air Force level, chaired the meeting.
- Jan 94 The survival school was notified of project approval for a new aid station (medical clinic) at the school at Fairchild AFB, Washington. (Page 29)
- 31 Jan 94 Movement order MO-1 was issued by Air Education and Training Command to relocate the 17th Training Squadron from Tyndall AFB, Florida, to Naval Air Station Pensacola, Florida. (Page 9)
- 15 Feb 94 The first Quick Look Group meeting was held at Ft Belvoir, Virginia, to conduct a review of all services' survival, evasion, resistance, and escape courses with an eye to consolidating or collating the courses. (Page 18)
- 15 Feb 94 The 36th Rescue Flight received credit for its 498th life saved when it medivaced a survival student experiencing chest pains, shortness of breath, and dizziness from the Ruby Creek training area to Fairchild AFB.²
- Mar 94 The manager of the Little Pend Oreille Wildlife Refuge, Washington, notified the survival school of the requirement for a compatibility study of the school's use of the refuge by the United States wildlife service. (Page 7)
- Mar 94 The career field education and training plan was published by Air Force for survival, evasion, resistance, and escape training instructors. (Page 8)
- 14 Mar 94 Save 499 was awarded to the 36th Rescue Flight when the crew medivaced a survival student from the Ruby Creek training area. The student suffered seizures which rendered him unconscious.³

¹ Ltr, HQ USAF/XOOT to SERE Training Instructors, "Utilization and Training Workshop and Training Development Conference Minutes," 1 Mar 94 (SD EC-1).

² Facsimile, 336 RQF/CCE to 336 TRG/HO, [36 RQF History], 26 Aug 94 (SD EC-2).

³ Facsimile, 336 RQF/CCE to 336 TRG/HO, [36 RQF History], 26 Aug 94.

- Apr 94 A new syllabus was published for the water survival training, parachuting, course conducted at Naval Air Station Pensacola, Florida, by the 17th Training Squadron. (Page 9)
- Apr 94 A new syllabus for arctic survival training was published by 19 AF. (Page 15)
- 11 Apr 94 Exercise WOODLAND COUGAR 94 was conducted under the auspices of the 336th Training Group at Fairchild. The multi-service exercise was the first combat search and rescue exercise sponsored by the survival school. (Page 16)
- 15 Apr 94 Headquarters AETC notified the survival school of its support of a military construction project to build a new logistics complex at the school at Fairchild AFB. (Page 31)
- 25 Apr 94 When an aircraft disappeared from radar west of Coeur d'Alene, Idaho, the 36th Rescue Flight was called to assist in the search effort. The 4-person crew discovered the aircraft's wreckage and deceased pilot.⁴
- 9 May 94 The 17th Training Squadron began its relocation from Tyndall AFB, Florida, to Naval Air Station Pensacola, Florida. (10)
- 22 May 94 A milestone was reached when the 36th Rescue Flight was awarded its 500th save when a 4-person crew from the unit rescue a climber from Mt Stuart near Wenatchee, Washington. The hiker, who had sustained a broken leg, required evacuation using a rescue hoist.⁵
- 20 May 94 The Fairchild Club Annex at the survival school (known as the Final Point) was approved for construction as a fiscal year 1996 project. The club would be located between the billeting/dorm building and the new Operating Location-Fairchild.⁶ Joint Services SERE Agency, facility.
- 20 May 94 General Pratt, Commander, AETC, signed a memorandum of agreement between the Navy and Air Force to define the actions required for the 17th Training Squadron to conduct water survival training at Naval Air Station Pensacola, Florida. (Page 10)

⁴ Facsimile, 336 RQF/CCE to 336 TRG/HO, [36 RQF History], 26 Aug 94.

⁵ Facsimile, 336 RQF/CCE to 336 TRG/HO, [36 RQF History], 26 Aug 94

⁶ Ltr, 336 TG/CC to Multiple Addressees, "Final Point," 20 May 94 (SD EC-3).

- 30 May 94 The final water survival training, parachuting, course began at Tyndall AFB, Florida. (Page 9)
- 31 May 94 The 336th Training Group was directed by Col Stephen P. Kaatz, Assistant Chief of Operations, Air Education and Training Command, to include peacetime detention training in the combat survival course. (Page 4)
- 6 Jun 94 Rear Admiral William B. Hayden, Chief of Naval Air Training, signed a memorandum of agreement between the Navy and Air Force to define the actions required for the 17th Training Squadron to conduct water survival training at Naval Air Station Pensacola, Florida. (Page 10)
- 6 Jun 94 The 36th Rescue Flight attained save number 501 when the crew of one of its UH-1Ns rescued a mountain climber with a shattered pelvis from Mt Stuart (Wenatchee, Washington).
- 20 Jun 94 Former Senior Airman Dean Mellberg entered the mental health clinic of the Fairchild AFB hospital and shot and killed a psychiatrist and psychologist. He moved through the clinic, passed through a parking lot, entered the main hospital facility, and exited the hospital into another parking lot while continuing shooting. Four people and an unborn child were killed. The wife of a survival instructor was at an appointment with one of the fatalities and observed his murder. The survival school had no fatalities; the 36th Rescue Flight provided medivac support, flying six sorties to civilian hospitals in less than one and a half hours. 336th Training Group personnel at the site administered first aid to victims, and medical flight personnel provided medical and psychological services to victims and family members.
- 22 Jun 94 Command of the 17th Training Squadron passed to Lt Col Edward N. McKinney from Lt Col Lance W. Bachran at Naval Air Station Pensacola, Florida. (Page 3)

⁷ Facsimile, 336 RQF/CCE to 336 TRG/HO, [36 RQF History], 26 Aug 94

⁸ AETC Form 707, AETC Event/Incident Report, Unit Report Number 94-02, Undated (SC EC-4); Article, The Spokesman Review, "Under Fire," 21 Jun 94 (SD EC-5); Msg, AFNEWS/IIO, "Air Force News Service," Filename 27 Jun 94; Article, Strikehawk, "Man on Shooting Spree Terrorizes Hospital," 1 Jul 94; Article, The Spokesman Review, "Spokane Mourns Dead," 22 Jun 94 (SD EC-6); Article, The Spokesman Review, "Why Wasn't Berserk Airman Ousted?," 23 Jun 94 (SD EC-7); Article, The Spokesman Review, "Hundreds Grieve for Victims," 24 Jun 94 (SD EC-8); Article, The Spokesman Review, "Facing Death," 28 Jun 94 (SD EC-9).

- 24 Jun 94 The last B-52 assigned to Fairchild AFB, Washington, crashed into a field adjacent to the survival school while practicing for the Fairchild AFB Aerospace Day scheduled for 26 June 1994. Electrical power and telephone service were disrupted, and base officials ordered the survival school complex evacuated. Approximately 100-150 school personnel observed the crash. On-base academics training was disrupted by two combat survival training classes because of the proximity of the crash to training facilities. One class was delayed two hours departing for the field training area on 25 June 1994, but all training objectives were met for both classes. The survival school provided 1 officer for the interim accident board, and 11 medical flight personnel and 1 instructor provided search and recovery support and established a casualty collection point. The 36th Rescue Flight provided two aircraft to search for survivors and for photographic support. Pilot error was determined to be the cause of the crash.
- Jul 94 The compatibility study of the survival school's use of the Little Pend Oreille Wildlife Refuge, Washington, was completed by the United States wildlife service. (Page 7)
- 1 Jul 94 Fairchild AFB, the home of the 336th Training Group, shifted from Air Combat Command to Air Mobility Command and received a new commander, Brig Gen Gary Voellger. The 336 TRG's host unit, the 92d Bomb Wing, was redesignated the 92d Air Refueling Wing. (Page 2)
- 11 Jul 94 Col John L. Strube assumed command of the 336th Training Group vice Col John C. Chapman, Jr., at Fairchild AFB, Washington. (Page 3)
- 12 Jul 94 Lt Col George K. Reedy, Jr., relinquished command of the 22d Training Squadron, Fairchild AFB, Washington, to Lt Col Mark M. Rumohr. (Page 3)
- 13 Jul 94 The 336th Training Group completed a review of its eight pilot staff billets and submitted a report to 19 AF. The school believed it

⁹ AETC Form 707, AETC Event/Incident Report, Unit Report Number 94-03, Undated (SC EC-10); Msg, AFNEWS/IIO, "Air Force News Service," Filename 27 Jun 94 (SD EC-11); Article, The Spokesman Review, "B-52 Crash Kills 4," 25 Jun 94 (SD EC-12); Article, Strikehawk, "B-52 Crash Stuns Base People as Fairchild Experiences Second Disaster in One Week," 1 Jul 94 (SD EC-13); Msg, AFNEWS/IIO, "Air Force News Service," Filename 28 Sep 94A, 282220Z Sep 94 (SD EC-14).

absolutely essential to maintain connectivity between rated Air Force members and the nonrated survival instructors; however, if required, the school believed it could reduce its authorizations by 25 percent (2 positions).¹⁰

- 2 Aug 94 Maj Mark C. Noyes transferred command of the 36th Rescue Flight to Maj Richard M. Fraker at Fairchild AFB, Washington. (Page 3)
- 16 Sep 94 The 336th Training Group conducted a retreat ceremony to honor prisoners¹¹ of war and those persons missing in action.
- 29 Sep 94 A ribbon-cutting ceremony took place for the new parachute training facility at Fairchild AFB, Washington. (Page 32)
- 30 Sep 94 Installation of an upgraded communications system in the resistance training laboratory at Fairchild AFB, Washington, was completed. (Page 29)
- 3 Oct 94 A worldwide SERE training instructor conference was hosted by the 336th Training Group at Fairchild AFB. The conference's original purpose, to educate and broaden Air Force SERE instructors and provide a forum to discuss career issues, was broadened to provide a conference of allied and sister-service SERE instructors to discuss problems and training philosophy. Representatives from the US Navy, US Air Force, US Army, Canadian forces, the Royal Air Force (United Kingdom), Joint Services SERE Agency, the Royal Army (United Kingdom), US Marine Corps, and the Royal Navy (United Kingdom)¹² attended the 5-day conference.
- 31 Oct 94 An updated list of physical pressures allowed to be used in the resistance training laboratory at Fairchild AFB was briefed to the 19 AF Commander and instituted at Fairchild. (Page 6)
- 30 Nov 94 The Directorate of Operations Training Division, Headquarters United States Air Force, tasked the survival school to respond to a query from Representative Patricia Schroeder dealing with survival training at the United States Air Force

¹⁰ Ltr, 336 TG/CC to 19 AF/DOV, "AETC Pilot Staff Conversions," Undated (SD EC-15).

¹¹ Agenda, POW/MIA Retreat Ceremony, 16 Sep 94 (SD EC-16).

¹² Ltr, HQ USAF/XOOT to DoD/Allied SERE Training Personnel, "Worldwide Survival, Evasion, Resistance, and Escape Training Instructor Conference Minutes," 1 Dec 94 (SD EC-17).

Academy, Colorado, and the survival school at Fairchild AFB, Washington. (Page 5)

- Dec 94 A special use permit was issued to the survival school by the United States Department of the Interior for use of the Little Pend Oreille Wildlife Refuge was a field training area.(Page 7)
- 14 Dec 94 Lt Col Craig M. Seeber assumed command of the 66th Training Squadron at Fairchild AFB, Washington. (Page 3)
- 27 Dec 94 Col Tommy G. Brown, Deputy Commander, 336th Training Group, retired and Lt Col William E. Osborne became the group's deputy commander. (Page 3)

PART I

MISSION AND ORGANIZATION

MISSION

The mission of the United States Air Force (USAF) Survival School remained to prepare Department of Defense (DoD) aircrews through survival, evasion, resistance, escape (SERE), and recovery training to survive anywhere, anytime, and return home with their honor intact, as well as provide DoD with globally qualified SERE instructors.

The 336th Training Group retained responsibility for most formal USAF survival training and conducted five specialized courses in three states--Florida, Alaska, and Washington. Group personnel assisted in teaching specially designed courses to USAF Academy and Air Force Reserve Officer Training Corps cadets, using each course to provide its students with the knowledge and skills needed to survive in varied environments. Completion of the combat survival training course fulfilled all requirements for Level C DoD SERE training.*

*Level C training is the minimum level of understanding for service members whose military jobs, specialties, or assignments entail significant or high risk of capture and whose position, rank, or seniority make them vulnerable to greater-than-average exploitation efforts by a captor.

ORGANIZATION

An Air Education and Training Command (AETC) unit assigned to Nineteenth Air Force (19 AF), the 336th Crew Training Group consisted of a group, four squadrons, one helicopter flight, and one detachment. On 1 April 1994, the group's designation changed to 336th Training Group. Its subordinate training units were redesignated training squadrons vice crew training squadrons.

Until 1 July 1994, the 92d Bomb Wing, an Air Combat Command unit, hosted the group headquarters, the 336th Training Support Squadron (TRSS), the 22d and 66th Training Squadrons (TRS), and the 36th Rescue Flight (RQF) at Fairchild Air Force Base (AFB), near Spokane, Washington. On 1 July 1994, Fairchild became an Air Mobility Command base, and the 92d Air Refueling Wing at Fairchild became the survival school's host unit.

The 336 TRSS was responsible for all supply, transportation, civil engineering, budget, personnel, services, curriculum, student administration, information management, and medical support for the survival school. As the largest unit assigned to the group, the 22 TRS taught combat survival training, while the 66 TRS conducted water survival training for nonejection-seat aircrews and managed the SERE training instructor course. The 36 RQF provided helicopter support for both the combat survival and SERE training instructor courses and also participated in the National Search and Rescue Plan.

The 17 TRS provided instruction in water survival for ejection-seat aircrew members. The 17th moved from temporary quarters at Tyndall AFB, Florida, to its permanent home at Naval Air Station (NAS) Pensacola, Florida, on 17 June 1994. (This move receives more in-depth coverage in Part II of this history.)*

*The 17 TRS was originally located at Homestead AFB, Florida, which was devastated by Hurricane Andrew in August 1992. The unit was temporarily relocated to Tyndall AFB, Florida, and, following an Interservice Training Review Organization (ITRO) study, was permanently relocated to NAS Pensacola, Florida, where the USAF and United States Navy aviation water survival training courses were collocated. Refer to 336th Crew Training Group 1993 histories for details on ITRO study.

¹ Article, Strikehawk, "Fairchild Begins New AMC Mission," 8 Jul 94 (SD I-1).

Located at Eielson AFB, Alaska, Detachment 1 of the 336 TRG provided arctic survival training to northern tier aircrews.

Until a change of command ceremony on 11 July 1994, Col John C. Chapman, Jr., commanded the 336 TRG. Col John L. Strube assumed command during a ceremony presided over by Maj Gen Everett H. Pratt, Jr., Commander, 19 AF. Colonel Chapman moved on to become the commander of the ²Joint Services SERE Agency (JSSA) at Fort Belvoir, Virginia.

In addition to the group's change in command, there were five more key personnel changes. 22 June 1994 saw command of the 17 TRS pass from Lt Col Lance W. Bachran to Lt Col Edward N. McKinney; on 12 July 1994, Lt Col George K. Reedy, Jr., relinquished command of the 22 TRS to Lt Col Mark M. Rumohr; on 2 August 1994, Maj Mark C. Noyes transferred command of the 36 RQF to Maj Richard M. Fraker; Lt Col Craig M. Seeber assumed command of the 66 TRS at a ceremony on 14 December 1994; and, on 27 December 1994, Col Tommy G. Brown, the group's deputy commander, retired after 27 years in service to his country. Lt Col ³William E. Osborne succeeded Colonel Brown to that position.

² Program, Change of Command, 336th Training Group, 11 Jul 94 (SD I-2); Biography, Col Strube, Jul 94 (SD I-3).

³ Program, Change of Command, 17th Training Squadron, 22 Jun 94 (SD I-4); Program, Change of Command, 22d Training Squadron, 12 Jul 94 (SD I-5); Program, Change of Command, 36th Rescue Flight, 2 Aug 94 (SD I-6); Program, Assumption of Command, 66th Training Squadron, 14 Dec 94 (SD I-7); Program, Retirement Ceremony, Col and Mrs Brown, 27 Dec 94 (SD I-8).

PART II

SURVIVAL TRAINING

CURRICULUM

Course S-V80-A, Combat Survival Training

Course Content

The purpose of this course was to train aircrews and other designated personnel in parachute descent procedures and employing principles, procedures, techniques, and equipment that enhanced SERE prospects, regardless of climatic conditions or hostile environments. The objective of the course was to facilitate their return to friendly forces without rendering aid or comfort to an enemy, with or without organized recovery. The course, taught at Fairchild AFB, Washington, remained 17 training and calendar days in length. Instruction emphasized survival principles, procedures, and techniques applicable to climatic conditions and hostile environments anywhere in the world.

The course, with its inherent and school-created stresses of operations, had a strong impact on students. These stresses were often school-created because of the importance for students to recognize the physical and psychological effects of stress and learn how to overcome or control their reactions.²

Syllabus

The commander of the 336 TRG received a letter from the chief of the flying training division, 19 AF, directing the school to include peacetime detention training in the combat survival course. The change was directed by HQ JSSA, the executive agent for all services' SERE training. The 619th Training Support Squadron at Randolph AFB, Texas, used the change forwarded by the school to initiate changes to both the course training standard and syllabus; however, a new syllabus was not published in 1994.³

Congressional Inquiry

On 21 November 1993, Representative Patricia Schroeder (1st District, Denver, Colorado), sent a letter to the Honorable Sheila Widnall, Secretary of the Air Force (AF), requesting information on SERE training provided at the USAF Academy to its cadets and on SERE training provided to

¹ Ltr, 19 AF/DO to 336 TG/CC, "Peacetime Detention Training," 31 May 94 (SD II-1); AETC Syllabus S-V80-A, "Combat Survival Training," Jul 93 (SD II-2).

² AETC Syllabus S-V80-A, "Combat Survival Training," Jul 93.

³ AETC Syllabus S-V80-A, "Combat Survival Training," Jul 93.

pilots outside the academy. Her inquiry focused on policies for instructors on professional ethics, discipline, and sexual harassment and hazing and resistance and escape training. She also asked for the rules and regulations describing and/or limiting the methods instructors and students could use to ensure students encountered a realistic prisoner of war (POW) experience. The representative solicited information on how resistance and escape training functioned, the command structure, amount of training spent in role-play situations, and who the actors and directors were. Since the 336 TRG provided SERE training outside the academy, Maj Daniel Baumgartner, Headquarters (HQ) USAF, Directorate of Operations Training Division,⁴ tasked the group to draft a response to the request.

HQ USAF believed the inquiry from Ms Schroeder's office, triggered by a request received by the representative from the lawyer for a former academy cadet, was made to cross-check data provided to the cadet's attorney under the Freedom of Information Act. The cadet, who resigned from the academy 31 May 1994, claimed aberrant behavior on her part was caused by exceptionally harsh treatment during SERE training.⁵

The proposed response by HQ USAF reiterated the increased potential for women to become POWs due to the broadening of opportunities for women serving in the Armed Forces. It explained how, after a comprehensive survey and multi-service coordination between SERE school directors, instructors, and psychologists, JSSA issued a series of policy letters beginning in 1992 concerning cross-gender captivity training. Col Stephen R. Martin, Chief, Training Division, Director of Operations Training Division, explained the 336 TRG's SERE program included a pre-academic detention phase, while the USAF Academy's did not. (The pre-academic detention portion of resistance training (RT) at Fairchild was briefed to United States (US) and international SERE personnel by the school's psychologist, Doctor (Maj) James M. Mitchell, and the superintendent of RT, MSgt Joseph R. Miller, during the June 1994 Level C SERE Directors Conference at the academy. Major Mitchell explained the psychological principles supporting the concept and discussed the process employed at Fairchild. Sergeant Miller explained the specific process used, highlighted pitfalls experienced, and discussed observed positive results in student and instructor performances.) Colonel Martin also reiterated that personnel conducting training in role-play situations at the Fairchild resistance training laboratory (RTL) were qualified SERE training instructors with AF Specialty Code (AFSC) 1T0X1. Training

⁴ AF/XOFP Tasker 11-31, "SERE Trng." 30 Nov 94, w/atch (SD II-3).

⁵ Facsimile, HQ USAF/XOOT to 336 TRG/CC, [Congressional Reply], 21 Dec 94, w/atch (SD II-4).

personnel at the academy were primarily upper-class cadets who had received specialized training. Key USAF Academy RTL leadership positions and certain high-risk scenarios were performed either by 1T0X1s permanently assigned to the academy or personnel temporarily assigned to the academy from Fairchild.⁶

While HQ USAF forwarded a response to Representative Schroeder by the end of 1994, the matter remained open. Changes in cross-gender training at the academy and possibly Fairchild were anticipated for 1995.

Training Techniques in Resistance Training Laboratory

During SERE training, many stresses and pressures were put on students. The school used physical pressures to create discomfort or as an irritant to students, not to cause pain; to draw attention to a student's behavior and try to change it. In 1994, the number of physical pressures used reached an all-time high. The atmosphere created by the war with Iraq in the early 1990s had a major influence on this increase. Except at Stead AFB, Nevada, in the early days of survival training, nowhere were so many physical pressures used. With the lessening of conflict in the Persian Gulf, however, MSgt Joseph R. Miller, the superintendent of the RT flight, recognized the need to reduce physical pressures during training. In a 31 October 1994 letter to RT personnel, Sergeant Miller provided a list of 11 approved pressures.

The list included face slap; body slap; water splashed on the face; water immersion and pouring of water; cramped confinement in boxes, pits, and the dog house; attention grasp, running in place/double time; approved stress positions; push ups; walling; and constraints such as stock or cloth or tape handcuffs. Before giving permission to use the pressures, the 336 TRG trained and certified its instructors. Those personnel using the slap had to be certified by letter to the flight commander, with the letter forwarded to the unit and group commanders for approval. (A full description of each pressure can be found at Source Document I-6.)⁸

These pressures were briefed to General Kehoe, Commander, 19 AF, and General Hopper, Commandant of Cadets, USAF Academy, by Sergeant Miller in October 1994. Additionally,

⁶ Facsimile, HQ USAF/XOOT to 336 TRG/CC, [Congressional Reply], 21 Dec 94, w/atch; Ltr, HQ JSSA/CC to Multiple Addressees, "Minutes of the DoD Level C SERE Directors Conference," 15 Jun 94 (SD II-5).

⁷ Ltr, 22 TRS/CPR to 22 TRS/CPRE/CPRF/CPRG, "Pressures Used Within the RTL," 31 Oct 94 (SD II-6); Ltr, 22 TRS/CPR to 22 TRS/CPRE/CPRF/CPRG, "Policy Letter on Use of Pressures in the RTL," 31 Oct 94 (SD II-7).

⁸ Ibid.

Colonel Strub and Doctor Mitchell briefed the pressures to the Commander, AETC, and received his permission to continue with their use.⁹

Management of Training Area

In late 1993, the Fish and Wildlife Service, United States Department of the Interior, resumed management of the Little Pend Oreille (LPO) National Wildlife Refuge, an area used for survival training. The refuge had previously been utilized under the auspices of the state of Washington's fish and wildlife department. A new special use permit had to be negotiated due to the change in management. The permit was delayed, however, because of a lawsuit filed by conservation groups. Part of the lawsuit's settlement required managers of all refuges under US government control to review secondary uses (unrelated to the established purpose of the preserve) for compatibility before 1 July 1994.¹⁰

In March 1994, Ms Lisa Langelier, LPO manager, notified the school of the requirement for a compatibility study. The wildlife service completed the study before the 1 July 1994 suspense, and a new special use permit (13561-74510) was issued in December 1994 between the survival school and the United States Department of the Interior. The permit, however, had to be renewed yearly, and further impact studies in the LPO were planned by the wildlife service.¹¹

Course S-V81-A, SERE Training Instructor Course

Course Content

The purpose of the SERE training instructor course was to qualify selected airmen for performing the duties and responsibilities of a SERE training instructor and award AFSC 1T031. The course remained organized into phases of instruction. The January and July classes resulted in different phase sequences due to seasonal effects on environmental training. The scheduled length of operational training phases varied due to seasonal differences and available daylight, although course length stayed five and a half months. Course curriculum was specifically designed to build on the learning presented in water survival training

⁹ Ltr, 22 TRS/CPR to 336 TRG/HO, "Source Documentation," 11 Jul 95, w/atch (SD II-8); Note, 336 TRG/CC to 336 TRG/HO, [Briefing to AETC/CC], Undated.

¹⁰ Ltr, Little Pend Oreille National Wildlife Refuge Manager to 336 CTG/CC, [Use of Training Area], 21 Mar 94 (SD II-9).

¹¹ Ltr, Little Pend Oreille National Wildlife Refuge Manager to 336 CTG/CC, [Use of Training Area], 21 Mar 94; Ltr, Little Pend Oreille National Wildlife Refuge Manager to 336 TRG/CC, [Special Use Permit], 28 Dec 94 (SD II-10).

for nonejection-seat personnel and combat survival training.¹²

Training was conducted in the Bayocean Peninsula near Tillamook, Oregon; Colville National Forest (Washington); Olympic National Forest (Washington); Lolo National Forest (Montana); and in desert-like terrain near Moses Lake, Washington. Training requests were coordinated with applicable agencies before students and instructors utilized these areas.¹³

Proposed Course S-V81-D, SERE Training Instructor 7-Level Upgrade Course

When he recognized a thoroughly trained and motivated enlisted force was the AF's key resource in meeting challenges of the future, then-AF Chief of Staff Merrill A. McPeak directed several changes in the career development of that force. The time frame he established to work these issues became known as the Year of Training (1993). HQ USAF wanted career field education and training plans (CFETP) which would provide management with the framework and guidance necessary for planning, developing, managing, and conducting career field education and training programs. They wanted to provide training guides which would identify mandatory and optional skill level¹⁴ training requirements received during career progression.

March 1994 saw the publication¹⁵ of the CFETP for the SERE training instructor career field.

The CFETP resulted in the establishment of a 7-level course for SERE instructors containing exportable training and an in-residence course. Although initial guidance recommended 7-level courses be no more than two weeks in length, Gen Henry Viccellio, Jr., Commander, AETC, urged his commanders to request a waiver from the AF personnel office if their proposed courses exceeded that two-week guidance.¹⁶

In mid-1994, Col John L. Strube, Commander, 336 TRG, requested a formal course designation for the SERE training instructor 7-level upgrade course and a waiver for the proposed course length (19 days). That request and the syllabus were still undergoing review¹⁷ by the Flying Training Division, 19 AF, at the end of 1994.

¹² AETC Syllabus S-V81-A, "Survival Training Instructor Course," Jul 92.

¹³ Ltr, 66 TS/CC to Tillamook Board of Commissioners, [Request to Use Land], 26 May 94 (SD II-11); Ltr, 66 TS/CC to Mrs Francis Archer, [Request to Use Land], 27 May 94 (SD II-12); Ltr, 66 TS/CC to Washington State DNR, NE Region, [Request to Use Land], 11 Jul 94, w/atch (SD II-13).

¹⁴ CFET 1T0X1, Survival, Evasion, Resistance, and Escape (SERE) Training Instructor (SD II-14).

¹⁵ Ibid.

¹⁶ Ltr, AETC/CC to Multiple Addresses, "7-Level Course Development," 25 Apr 94 (SD II-15).

¹⁷ Ltr, 336 TG/CC to 19 AF/DOT, "Request for Formal Course Designation, AFSC 1T051 Seven-Level Upgrade Course," Undated, w/atchs (SD II-16).

Course S-V86-A, Water Survival Training, Parachuting

Course Content

The water survival course for ejection-seat personnel trained aircrew members and other designated personnel in employing principles, procedures, techniques, and equipment that improved the probability of survival and recovery after over-water ejection, bailout, or ditching. The course was taught over three and a half calendar days. Instruction emphasized survival principles, procedures, and techniques applicable to climatic conditions and water environments encountered anywhere in the world. As in combat survival training, the inherent and school-created stresses of operations had a strong impact on students. They were taught to recognize the physical and psychological effects of stress¹⁸ and learn how to overcome or control their reactions.

Syllabus

A new syllabus for this course was published in April 1994 due to the collocation of AF and¹⁹ Navy water survival courses (S-V86-A and N-6, respectively).

Training Relocation

At the beginning of 1994, the AF conducted water survival training for ejection-seat personnel at Tyndall AFB, Florida; however, on 31 January 1994, HQ AETC issued movement order MO-1 to relocate the 17th Training Squadron (responsible for conducting the course) to NAS Pensacola, Florida. The movement, a result of a consolidation study by the AF and Navy,²⁰ was directed to begin 1 April 1994 and end by 17 June 1994.

The final class at Tyndall began 30 May 1994, and the first of the watercraft used for training departed for NAS Pensacola 13 June 1994. The last of the AF's only "navy" departed Tyndall 14 June 1994 with the unit commander aboard. Additionally, a letter was sent to the Flying Training Division, 19 AF, by the commander of the 17 TRS requesting their support in having the AF Military Personnel Center zero-load Class 94-36 (start date 28 Jun 94). Delaying this class allowed the unit time to identify

¹⁸ 19 AF Course Training Standard S-V86-A, "Water Survival Training, Parachuting," Apr 94 (SD II-17); 19 AF Syllabus S-V86-A, "Water Survival Training, Parachuting," Apr 94 (SD II-18).

¹⁹ 19 AF Syllabus S-V86-A, "Water Survival Training, Parachuting," Apr 94.

²⁰ M.O., HQ AETC, MO-1, 31 Jan 94 (SD 0-4); Msg, HQ AETC/DPXP to Multiple Addressees, "Change of Military Personnel Flight Support, 17 Crew Training Squadron," 142005Z Feb 94 (SD II-19).

problems, solve them, and smooth out new operational procedures.²¹

Even though training remained at Tyndall until the end of May, physical relocation of the unit began in early May and was divided into two phases. Beginning 9 May 1994, a rapid area deployment system team of eight personnel moved equipment, tools, and maintenance supplies. The second phase began on 21 May 1994 and used a civilian contractor to move all office furniture, computers, and office supplies.²²

Support agreements (SA) were drawn up between the USAF water survival school and the Air Force Development Test Center (AFDTC) at Eglin AFB, Florida, the 96th Services Squadron at Eglin AFB (to secure a safe harbor for USAF watercraft in the event of a hurricane), and between the water survival school and NAS Pensacola. The SA with AFDTC provided USAF-unique support to the 17 TRS. On 20 May 1994, General Pratt signed a memorandum of agreement (MOA) between the Navy and AF to define the actions required to provide for USAF water survival training at NAS Pensacola. His office then forwarded the agreement to Rear Admiral William B. Hayden, Chief of Naval Air Training, NAS Corpus Christi, Texas, for his signature. The admiral signed the agreement on 6 June 1994.²³

Watercraft

One of the biggest problems encountered in the consolidation of water survival training was the proposed transfer of the AF's watercraft to the Navy. During ITRO Phase I and II meetings, the Navy agreed to create a Port Operations Parasail Support Division, with a "plus up" of 26 Navy enlisted classifications/rates/ratings. These personnel would replace the AF marine watercraft personnel, whose career field was scheduled for termination by the end of fiscal year (FY) 95. The minutes of the meetings made it clear the Navy would not be able to meet combined training requirements without the manning increase. ITRO Phase III formalized the billet additions--24 billet requirements effective October 1994 to allow for detailing of Navy personnel to NAS Pensacola so training could be completed to allow for transfer of watercraft on 1 October 1995.

²¹ Article, Gulf Defender, "A Final Swim," 10 Jun 94 (SD II-20); Article, Gulf Defender, "Tyndall's Fleet Sails Away," 10 Jun 94 (SD II-21); Ltr, 17 CTS/CC to 19 AF/DOT, "Student Load for S-V86-A Class 94-36," 22 Mar 94 (SD II-22).

²² Talking Paper, TSgt Dwyer, 17 TS/CCJT, "Squadron Move to NASP," 1 Apr 94 (SD II-23); Bullet Background Paper, "Squadron's Move Plan to NASP," Undated, w/atch (SD II-24).

²³ Support Agreement FB 2823-94271-0001, Air Force Development Test Center and USAF Water Survival School, Sep 94 (SD II-25); Facsimile, 17 TRS/CC to 336 TRG/CC, [Addendum to Support Agreement FB 2823-94271-0001], 24 Jan 95, w/atch (SD II-26); Facsimile, 17 TS/DO to 336 TRG/CC, "LOA", 11 Apr 95, w/atch (SD II-27); Ltr, 19 AF/DOT to 336 TG/CC, "Memorandum of Agreement Between 19 AF and CNTRA," 14 Jun 94, w/atch (SD II-28).

Additionally, the MOA signed by both the AF and Navy in June 1994 stated the Navy would provide watercraft support to meet USAF training and support activity requirements at no cost to the AF after transfer of the watercraft to the Navy.²⁴

In July 1994, a message was transmitted by the Navy stating no additional billets for the parasail division had been identified; therefore, no personnel were on orders. A meeting on 28 November 1994 confirmed the required number of Navy watercraft personnel would not be on hand to complete the agreed-upon training program in order to meet the 1 October 1995 transfer date. The Navy would be unable to meet projected AF programmed flying training (PFT) levels for either²⁵ the course or other required support activities.²⁵

One of the hindrances to support activity aid was the Navy's stance that once USAF watercraft transferred over, they would become training devices; Naval regulations stipulated training devices could only be used for designated curriculums and were not, therefore, available for additional USAF support activities.*²⁶

In light of the manning constraints, the 17 TRS recommended delaying termination of the USAF marine watercraft personnel career field. This would allow the Navy time to obtain the additional billets and complete training of the personnel or to contract out watercraft operations and maintenance. A seamless training continuum for projected AETC PFT levels would be guaranteed, as would the quality and safety of USAF water survival training.²⁷

*"Support activities" were identified as water training requirements for the quarterly AETC pararescue apprentice course conducted by the 58th Operations Group, Kirtland AFB, New Mexico; semiannual USAF SERE instructor seven-level upgrade training support; semiannual 17 TRS SERE instructor open-water raft training; and activities involving continuation training for Air National Guard or AF Reserve

²⁴ Point Paper, Lt Col McKinney, 17 TRS/CC, "Transfer of USAF Watercraft to the USN," 1 Dec 94, w/atchs (SD II-29).

²⁵ Ibid.

²⁶ Ibid.

²⁷ Ibid.

units and special views of the 17 TRS' mission for higher headquarters' visits.

During December 1994 meetings with his Navy counterparts, Lt Col Edward N. McKinney, Commander, 17 TRS, found no movement had been made on working the additional billets. The Navy also told him they were unaware of the additional support requirements. When Colonel McKinney briefed Navy operations on the MOA's requirement for the Navy to support USAF-required support activities at no cost to the USAF, the Navy's representative stated their intention to discuss the matter further with Maj Daniel Baumgartner, HQ USAF, Directorate of Operations Training Division.²⁸

The 17 TRS proposed transferring three USAF civilian watercraft billets to the Navy, providing continuity and a launch boat skipper cadre. This move would also reduce the training time for other skippers since launch vessel qualification would be required for only a small number of active-duty personnel. The Navy liked the idea and agreed to pursue it with Major Baumgartner.²⁹

Lt Col Jeffery W. Bryant, Chief, Flying Training Division, 19 AF, sent a letter to AETC in December 1994 requesting assistance in determining the actions required to accomplish the transfer of watercraft to the Navy effective 1 October 1995. 19 AF did not want the 17 TRS left in the position of being the responsible action office for the transfer.³⁰

Training Facilities

To facilitate training, in August 1994 the 17 TRS requested permission from the facilities management officer at NAS Pensacola to construct a building to be used as an equipment drying rack and student break area. The building would be constructed through self-help on an existing concrete slab. In October 1994, the unit also requested permission to build a parachute rinse tank and drying area in the rear of an existing hangar using self-help labor. These requests were approved.³¹

Naval Facilities Engineering Command hosted a predesign conference in May 1994 and a final design meeting in September 1994 to discuss the new survival training facility at NAS Pensacola. The working estimate (actual cost) for the facility (as of 22 August 1994) totalled \$5,604,000, with the Navy funding \$4,204,000. Even though the design

²⁸ Facsimile, 17 TRS/CC to 336 TRG/CC, "Wrap-up of Two Meetings," 16 Dec 94, w/atchs (SD II-30).

²⁹ Ibid.

³⁰ Ltr, 19 AF/DO to HQ AETC/LGTV, "Transfer of USAF Watercraft to the Navy," 7 Dec 94 (SD II-31).

³¹ Ltr, 17 TS/CC to Facilities Management Officer, "Tenant Self-Help Project Plan," 9 Aug 94, w/atch (SD II-32); Ltr, 17 TS/CC to Facilities Management Officer, "Tenant Self-Help Project Plan," 17 Oct 94, w/atch (SD II-33).

timeline called for an occupancy date of 1 December 1996, Colonel Bryant was informed in late November 1994 that the occupancy date had slipped six months. Since funds were not programmed beyond FY96 for temporary facility leases, assistance was requested from AETC Civil Engineering,³² in ensuring everything was done to keep the project moving.*

Integration of AF Water Survival Training Detachment into Naval Aviation Water Survival Training Program (NAWSTP)

The downsizing of the 17 TRS at NAS Pensacola could result in the unit being redesignated Detachment 2, 336 TRG, sometime in the future. In a background paper prepared in October 1994, the operations officer of the 17 TRS pointed out that, with several considerations taken into account, it would be possible to integrate the detachment into the NAWSTP chain of command.³³

First, the AF and Navy courses could not be merged for curriculum reasons. The AF's course would remain a three and a half day continual course, and the Navy's course ten days in length intermixed with other course schedules and priorities.³⁴

Second, AF SERE instructors would need to continue to teach Course S-V86-A, based on global SERE principles, and the Navy, Course N-6, an environment-specific course. 19 AF would then need to continue providing curriculum, standardization and evaluation, and visual support to USAF instructors. Reason: No standardization and evaluation program is in place in the Navy to validate and evaluate currency of AF course curriculum and operations.³⁵

³² Agenda, Interior Design Predesign Conference, Survival Training Facility, NAS Pensacola, Florida, 11-12 May 94 (SD II-34); Ltr, Commanding Officer, Southern Division, Naval Facilities, Engineering Command to Multiple Addressees, "Contract N62467-87-C-0034, FY94, MCON, P-568, Survival Training Facility, Naval Air Station, Pensacola, FL," 13 Sep 94 (SD II-35); Talking Paper, TSgt Dwyer, 17 TRS/CCV, "Survival Training Facility, NAS Pensacola," 7 Dec 94 (SD II-36); Ltr, 19 AF/DOT to HQ AETC/CEPE, "Permanent Water Survival Training Facility," 7 Dec 94 (SD II-37).

³³ Background Paper, Maj McCandless, 17 TRS/DO, "Air Force/Navy Water Survival Integration," 24 Oct 94, w/atchs (SD II-38).

³⁴ Ibid.

³⁵ Ibid.

*The anticipated cost for leasing temporary facilities was \$55,000 for FY96 and \$21,400 for FY97.

Third, 19 AF would need to maintain an operations and maintenance budget to support AF personnel and equipment at NAS Pensacola, with the budget managed by an AF liaison officer. USAF personnel would spend AF dollars and provide accountability for the money spent. This would ensure funding for AF training since NAWSTP funding had historically suffered.³⁶

Fourth, Eglin AFB would continue to provide additional administrative support to the detachment unless an AF military personnel flight was established at NAS Pensacola. All other pertinent administrative actions could be handled in accordance with a memorandum of understanding between AETC and the Navy.³⁷

Briefly, then, the AF detachment could be merged into an NAWSTP squadron if (1) the AF retained control of AF SERE instructors via a rotational commander or operations officer billet in an NAWSTP squadron; (2) the AF retained control of course curriculum; (3) the AF and Navy established an MOA guaranteeing Navy watercraft support of USAF classes and special activities; and (4) the detachment retained a separate operations and maintenance budget³⁸ so AF PFT levels and training quality did not deteriorate.³⁸

Course S-V87-A, Arctic Survival Training

Course Content

The arctic survival course trained aircrews and designated personnel in employing the principles, procedures, techniques, and equipment that enhanced their ability to survive and be rescued under arctic conditions. The course, conducted at Eielson AFB, Alaska, lasted five training days. Instruction emphasized survival principles, procedures, and techniques applicable to arctic conditions. As with other AF survival course, the inherent and school-created stresses of operations had a strong impact on students. Arctic training, therefore, helped the students recognize the physical and psychological effects of stress and taught³⁹ them how to overcome or control their reactions.

Course Training Standard

A new course training standard prescribing the job task proficiency required of graduates of the arctic survival

³⁶ Ibid.

³⁷ Ibid.

³⁸ 19 AF Syllabus S-V87-A, "Arctic Survival Training," Apr 94 (SD II-39).

³⁹ 19 AF Course Training Standard S-V87-A, "Arctic Survival Training," Apr 94 (SD II-40).

training course was published in April 1994. It established overall course objectives and provided the basis for developing detailed course control documents and training evaluation instruments.⁴⁰

Syllabus

19 AF Syllabus S-V87-A, Arctic Survival Training, was published in April 1994; it superseded ATC Syllabus S-V87-A, January 1991. Implementation was with Class 95-01, which entered training 17 October 1994.⁴¹

There were no changes in instructional activities or the time allotted for tests;⁴² all changes were in administrative and support activities.

Course S-V90-A, Water Survival Training, Nonparachuting

Course Content

Water survival training for aircrews flying nonejection-seat aircraft was conducted in an indoor pool at Fairchild AFB, Washington. It taught nonparachute-carrying aircrew members and other designated personnel to employ principles, procedures, techniques, and equipment that enhanced their ability to survive in a water environment and assist in their safe recovery and return to friendly control. Course length remained two days. Survival principles, procedures, and techniques applicable to climatic conditions and water environments encountered anywhere in the world were emphasized. Students were taught to recognize the physical and psychological effects of stress⁴³ and how to overcome or control their reactions to stress.

Syllabus

In early 1994, a request for an operational tryout of a revised syllabus was submitted by Colonel Chapman, Commander, 336 TRG, to the 19 AF flying training division. If approved, the restructured course would provide a logical training flow, increase standardization of terminology and instructional methods among survival course, and provide increased practice time in a realistic scenario. The revised⁴⁴ course was entered into a 6-month validation phase.

⁴⁰ 19 AF Syllabus S-V87-A, "Arctic Survival Training," Apr 94.

⁴¹ Ibid.

⁴² ATC Syllabus S-V90-A, "Water Survival Training, Nonparachuting," Feb 92.

⁴³ Ltr, 336 TG/CC to 19 AF/DOT, "Request for Operational Tryout for Revised Course S-V90-A," Undated, w/atchs (SD II-41).

⁴⁴ Note, 336 TRSS/OSF to 336 TRG/HO, [Validation of Syllabus, Course S-V90-A], Undated.

WOODLAND COUGAR 94*

In late 1993, planning began for the first-ever survival school-sponsored combat search and rescue (CSAR) exercise, WOODLAND COUGAR 94. TSgt Charles Cunningham and MSgt James Tourtillotte, both of the field training flight of the 22 TRS, were the impetus behind the exercise. (For further information, refer to 336 CTG History, FOUO, 1 July-30 December 1993.)⁴⁵

Training personnel feared there was a diminishing level of real world combat search and rescue experience and knowledge among instructors at the survival school. They proposed organizing and conducting a CSAR exercise in the 336 TRG's training area using military assets from the Pacific Northwest (Oregon, Idaho, Washington, and Montana). The expected benefits were exposure to search and rescue planning, coordination, and mission accomplishment; an opportunity to serve as CSAR exercise instructors and evaluators; exposure to a variety of ground and air recovery assets; and experience⁴⁶ in developing and using realistic evasion plans of action.

Units from as far away as Fort Belvoir, Virginia, expressed an interest in the exercise, even though all participants (including instructors from the survival school at Fairchild) would have to pay their own expenses. Planners anticipated 18 CSAR missions combining day and night recoveries (basic CSAR mission with very limited simulated aggression).⁴⁷

*The name "WOODLAND COUGAR" was given to the exercise by Sergeant Cunningham when he was travelling through a sparsely populated area of Washington and saw a signpost for two towns--"Woodland" and "Cougar." He thought those two

⁴⁵ SSS, TSgt Cunningham, 22 CTS/CPFB, "Proposal for the 336 CTG to Conduct Combat Search and Recovery Exercise, WOODLAND COUGAR 94," 14 Dec 94, w/o atch (SD II-42); AF Form 3535, Facsimile Electro Mail Transmittal, 336 CTG/CC to 19 AF/DO, "336 CTG CSAREX," 21 Dec 93, w/atch (SD II-43); Talking Paper, Capt Sanford, 22 CTS/CPF, "WOODLAND COUGAR SAREX 94-1," 1 Feb 94 (SD II-44).

⁴⁶ AF Form 3535, Facsimile Electro Mail Transmittal, 336 CTG/CC to 19 AF/DO, "336 CTG CSAREX," 21 Dec 93, w/atch.

⁴⁷ Ibid.

names would make a good name for the proposed exercise, and "WOODLAND COUGAR" was born.

Colonel Chapman submitted a recommendation to the chief of 19 AF's flying training division in late December 1993 to press on with the initiative. After approval, 9-13 April 1994 were tentatively established as exercise dates, and letters were sent to anticipated participants notifying them of a 15 February 1994 planning conference at Fairchild AFB. A letter was also sent to the training division of JSSA requesting staff assistance to help develop the exercise.⁴⁸

Exercise planners received permission to use Fairchild's tanker alert facility so exercise participants could effectively plan missions and conduct aircrew briefings and debriefings while maintaining crew integrity. Flying schedules were created, radio frequency coordination accomplished, scenarios written, coordination accomplished with 92d Bomb Wing and survival school support agencies, and permission received to use forests controlled by both federal and state agencies.⁴⁹

After-action reports on the 11-15 April 1994 CSAR exercise provided much valuable feedback. Army, AF, active-duty, Reserve, instructor, support, and aircrew personnel agreed the exercise was needed and revalidated the concept of joint interoperability in the CSAR arena. A lack of time seemed to be the overall complaint--nearly all participants wanted more time for the scenarios. All basic training objectives were achieved, however, and participating units recommended the CSAR exercise become an ongoing project.⁵⁰

⁴⁸ AF Form 3535, Facsimile Electro Mail Transmittal, 336 CTG/CC to 19 AF/DO, "336 CTG CSAREX," 21 Dec 93, w/atch; Ltr, 336 CTG/CC to HQ JSSA/TN, "Combat Search and Recovery Exercise WOODLAND COUGAR 94," Jan 94 (SD II-45); Ltr, HQ JSSA/TN to 22 CTS/CPF, "EXERCISE WOODLAND COUGAR 94," 16 Mar 94 (SD II-46); Ltr, 336 CTG/CC to Multiple Addressees, "Participation in Combat and Recovery Exercise WOODLAND COUGAR 94," 3 Jan 94 (SD II-47 - SD II-53); Ltr, State Aviation Office, WAARNG, to 336 CTG/CC, "Participation in Combat and Recovery Exercise WOODLAND COUGAR 94," 24 Jan 94 (SD II-54); Ltr, 336 CTG/CC to Multiple Addressees, "WOODLAND COUGAR 94-1 SAREX Planning Conference," 7 Feb 94, w/atch (SD II-55 - SD II-60); Briefing, "WOODLAND COUGAR 94," Undated (SD II-61); Memo for Record, 304 RQS/DOW to 336 CTG/CPF and 2 CTS/CPTB, "Air Ops Modifications to 336 CTG SERE Scenario," 28 Feb 94 (SD II-62); Ltr, 22 CTS/CPF to 336 CTG/CC, "Group Participation in Woodland Cougar 94-1," 2 Mar 94, w/atch (SD II-63).

⁴⁹ Ltr, 336 CTG/CC to Multiple Addressees, "Use of Building 2060," Undated (SD II-64); AF Form 3535, Facsimile Electro Mail Trnasmittal, 22 CTS/CPF to NAS Whidbey Island, AOR Division, "AOR Division," 9 Mar 94 (SD II-65); Briefing, "Woodland Cougar 94-1," 10 Mar 94 (SD II-66); Ltr, 22 CTS/CPF to 92 Med Gp/SGP, "Combat Search and Recovery Exercise Woodland Cougar 94-1," 14 Mar 94 (SD II-67); Lr, 336 CTG/CC to LPO Wildlife Refuge, "Exercise WOODLAND COUGAR 94-1," 29 Mar 94, w/atch (SD II-68); Forestry Procedures, Undated (SD II-69); Ltr, 22 CTS/CPFB to 336 CTG/LGS, "Pyrotechnics," 7 Apr 94 (SD II-70); Ltr, 22 TS/CPR to 336 TG/LGS, "Pyrotechnics Transfer," 7 Apr 94 (SD II-71); Agenda, "Woodland Cougar Exercise In-Brief," Undated, w/atchs (SD II-72).

⁵⁰ Ltr, 304 RQS/DOW to Multiple Addressees, "Exercise Woodland Cougar 94-1," 28 Apr 94 (SD II-73); Ltr, 336 SS/SGF to 22 TS/CPFB, "End of Exercise Report," Undated (SD II-74); Report, "354 FS

JOINT SURVIVAL, EVASION, RESISTANCE, AND ESCAPE TRAINING

In 1993, the Joint Chiefs of Staff (JCS) directed a thorough review of all technical and operations technical skills training. Additionally, the Chairman, JCS, requested the service chiefs task the Interservice Training Review Organization (ITRO) to conduct the review. The ITRO tasking stated to examine combat service support, combat support, and combat operations training and focus on improving training effectiveness, maintaining or improving combat readiness, eliminating or reducing infrastructure, and reducing overall cost to DoD. A Quick Look Group (QLG) was convened at Fort Belvoir, Virginia, on 15 February 1994 to begin conducting a review of the levels of SERE training required by DoD Directive 1300.7 and determine the feasibility of consolidating and/or collocating training.⁵¹

The QLG included representatives from HQ JSSA, the Navy (USN), the US Marine Corps (USMC), the US Army⁵² (USA), and the USAF. The group began with four objectives.

a. Review and discuss SERE training at all levels.

(1) Level A training--all members of the Armed Forces.

(2) Level B training--personnel whose military role entailed moderate risk of capture.

(3) Level C training--personnel whose roles entailed a relatively high risk of capture and made them vulnerable to greater-than-average exploitation by a captor.

b. Conduct a macro overview of the skills, knowledge, and abilities required for SERE training.

c. Conduct a macro overview of resources required to conduct SERE training.

d. Determine the feasibility for consolidation, collocation, or different methods of training delivery.

The QLG recommended Levels B and C for Detailed Analysis Group (DAG) studies; Level A was not recommended for

Woodlan Cougar 94-1 Lessons Learned," 28 Apr 94 (SD II-75); Ltr, ODA 191, Company C, 3rd Battalion, 1 SPG, to 336 CTG/CC, "After Action Review, Operation Woodland Cougar 94," 21 Apr 94 (SD II-76); Ltr, 336 TG/CC to Multiple Addressees, "WOODLAND COUGAR Exercise Lessons Learned," 19 May 94, w/atchs (SD II-77); Talking Paper, Col Chapman, 336 TG/CC, "Woodland Cougar Exercise," 20 Jun 94 (SD II-78); Msg, 22 TRG/CPFB to Multiple Addressees, [Exercise Woodland Cougar 95], 112133Z Oct 94 (SD II-79).

⁵¹ Meeting Minutes, "Joint Survival, Evasion, Resistance and Escape ITRO Quick Look Study," 15-17 Feb 94 (SD II-80); Report, "Joint Survival, Evasion, Resistance, and Escape Training," Undated (SD II-81).

⁵² Ibid.

collocation ^{or} consolidation because of cost considerations.⁵³

Resource requirements considered included a resistance training laboratory (mock prisoner of war camp), field training areas, and training support (such as specialized vehicle requirements and helicopter support).⁵⁴

Another concern of the group centered on Level B training. Although the DoD directive required the training, none of the services was accomplishing it. The QLG believed a redefining of the requirements and development of a course model was needed; however, analysis of the lack of an existing course did not completely fall under the ITRO process, and the services needed to identify their student population. The QLG recommended the DAG continue a study of Level B formal training requirements based on directive requirements; asked that the 60-day ITRO timeline be waived to allow the DAG sufficient time to develop training requirements and identify the student population; and recommended the DAG reapply ITRO timeline guidance following a determination of Level B training requirements, student population, and the development of a course model to address the need for a collocated/consolidated course.⁵⁵

The QLG identified a problem with categorization of personnel requiring Level B and Level C training. It believed a Level B program would mitigate the requirement to train personnel receiving Level C training at that time. However, the Army, Navy, Marines, and AF identified Level C personnel who didn't receive Level C training and were not forecast for training as far out as FY96. Based on these issues, the QLG recommended the DAG be allowed to validate baseline figures prior to making ITRO recommendations.⁵⁶

Also at the 15 February 1994 meeting, the QLG set the following milestones and timelines for Level C consolidation:⁵⁷

- DAG #1 - Curriculum Design, 7-11 March 1994
- DAG #2 - Resources/Options, 5-11 April 1994
- DAG #3 - Costing/Final Report, 2-6 May 1994

Prior to the 7 March 1994 DAG meeting, Col Robert C. Bonn, Commander, JSSA, Chairman, QLG/DAG, received a message from a voting member of the QLG/DAG relative to Level B general survival training. During the 7 March 1994 meeting, the DAG members agreed pipeline and in-unit training

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ Ibid.

programs (for Levels A and B) using facilities and manpower common to the other services' specific training programs represented little or no cost to the services. Since those programs then were not collocation or consolidation candidates, and no cost savings would be realized, the DAG decided no need for an ITRO review existed; only a 14-day Level C SERE core course would be considered because the DoD directive and the executive agent instruction (EAI) provided by JSSA provided a common structure for all the services. Even though the services structured their programs differently (within the parameters of the EAI), the programs were considered candidates for further study because of the commonality of their structure.⁵⁸

The DAG considered the USAF combat survival courses at Fairchild AFB and the USAF Academy in Colorado Springs, Colorado; the USA course at Fort Bragg, North Carolina; and the USN/USMC courses at NAS Brunswick, Maine, and NAS North Island, California. The USN land survival school at NAS Pensacola was also considered because the course was embedded in aviation indoctrination training for flight personnel.⁵⁹

During the meeting, the AF's representative's major concern to maintaining the quality of training centered on the aviation track of instruction including pre-RT academic detention and role-play seminars prior to final training in the RT laboratory. The Army's representative believed a 19-day SERE course best satisfied Army mission, requirements, regulations, and directives; a 14-day course required thorough development and would only be marginally acceptable.⁶⁰

The meeting closed with the DAG recommending Level C SERE training (combat) be reviewed for consolidation and/or collocation. The group developed a course model and defined the objectives required for an air and ground training track course.*⁶¹

*"Air" training track refers to training for high-risk-mission fixed-wing aircrews and USAF, USN, and USMC helicopter crews. "Ground" refers to training for high-risk-mission ground forces and USA helicopter crews.

⁵⁸ Meeting Minutes, "Joint Survival, Evasion, Resistance and Escape ITRO Quick Look Study," 7-11 Mar 94 (SD II-82); Report, "Joint Survival, Evasion, Resistance, and Escape Training," Undated.

⁵⁹ Ibid.

⁶⁰ Ibid.

⁶¹ Ibid.

When the DAG reconvened in April 1994, they were briefed they were to determine the number of Level C students requiring SERE training annually. The group's objectives were (1) to review training methodology for USA, USN, and USAF SERE courses and develop site options to conduct a consolidated/collocated course with service-unique tracks; (2) review manpower and facilities data and coordinate with ITRO analysts to ensure information availability for costing recommended options; (3) review each services' annual trained personnel requirements to determine training capabilities for DoD consolidation/collocation efforts; and (4) recommend site options for costing consolidated/collocated SERE training.⁶²

After reviewing the USAF Academy's SERE training program, the DAG decided it was not a viable site for consolidation/collocation due to its academic link with the academy's curriculum. The DAG also reviewed the USN land survival school at NAS Pensacola and recommended it not be considered for consolidation/collocation.⁶³

The DAG reviewed the services' annual student training requirements and facilities and determined existing locations and facilities were insufficient to accommodate total SERE training requirements. The group reviewed the course model to determine instructor requirements and validate total hours for air and ground segments of a consolidated course. They then developed a 14-day Level C course for either air or ground training tracks for all services.⁶⁴

Among the USA's interests remained their belief their 19-day course best satisfied Army mission requirements, regulations, and directives and their refusal to accept a 14-day course. The Army also carried the conviction no obvious benefit would be gained through joint manning; that SERE training remained a service responsibility. Army concerns were seen as potential show-stoppers for training consolidation.⁶⁵

The AF brought up the fact that current relocation of USAF combat training would require moving associate courses, including the SERE training instructor and nonparachuting water survival courses. This would, in turn, realign command and control of the arctic and parachuting water survival schools. Additionally, student flow for JSSA-

⁶² SSS, Maj Baumgartner, XOOT, "ITRO SERE Detailed Advisory Group Study," 11 Apr 94, w/atchs (SD II-83).

⁶³ Ibid.

⁶⁴ Ibid.

⁶⁵ Ibid.

controlled programs would either need to be modified or additional costs absorbed.⁶⁶

As a result, the DAG recommended (1) consolidating all SERE Level C (air and ground) training at Fairchild AFB; (2) consolidating all SERE Level C (air and ground) training at Fort Bragg, North Carolina; (3) consolidating all SERE Level C (air and ground) training at NAS Pensacola; (4) Consolidating all SERE Level C air training at Fairchild AFB and all SERE Level C ground training at Fort Bragg; (5) consolidating all SERE Level C air training at NAS North Island, California, and Fairchild AFB and consolidate all SERE level-C ground training at Fort Bragg; (6) consolidating all SERE Level C air training at Fairchild AFB and NAS Brunswick, Maine, and consolidate all SERE Level C ground training at Fort Bragg.⁶⁷

Between that meeting and the next, the options were changed to:⁶⁸

a. OPTION 1: Consolidate all SERE Level C air and ground training at Fairchild AFB.

b. OPTION 2: Consolidate all SERE Level C air and ground training at Fort Bragg.

c. OPTION 3: Consolidate all SERE Level C air training at NAS Pensacola and ground training at Fort Bragg.

d. OPTION 4: Consolidate all SERE Level C air training at Fairchild AFB and ground training at Fort Bragg.

e. OPTION 5: Consolidate SERE Level C air training at NAS North Island and Fairchild AFB and all ground training at Fort Bragg.

f. OPTION 6: Consolidate SERE Level C air training at Fairchild and NAS Brunswick and ground training at Fort Bragg.

g. OPTION 7: Consolidate SERE Level C air training at NAS Brunswick and NAS North Island and ground training at Fort Bragg.

The ITRO DAG met again 2-6 May 1994 at Fort Belvoir to evaluate the above basing options. Service manpower, facilities, and cost analysis experts were also present. Four options were eliminated because of excessive DoD one-time costs (\$7.6 million to \$36.1 million) or low annual

⁶⁶ Ibid.

⁶⁷ Ibid.

⁶⁸ Final Report, "Joint Survival, Evasion, Resistance and Escape Detailed Analysis Group Study," 24-25 May 95 (SD II-84).

recurring saving in significant payback periods (4 to 12.2 years). Three options were considered viable--4, 5, and 6--based on cost analyses. Option 4 received the recommendation for first consideration; Option 5 for second; and Option 6 for third, although the Navy considered Options 4 and 5 equally viable. They felt Option 5 provided the least expensive DoD one-time cost; NAS North Island provided a unique desert environment not available at other SERE training sites; and were also not convinced the annualized recurring savings were reliable. The chair, Colonel Bonn, considered the cost accounting figures to be as valid as possible within the rules of ITRO. Specific data given to the group by each service representative provided the basis for the costing.⁶⁹

In June 1994, Colonel Chapman wrote a talking paper addressing joint SERE ITRO. In it, he stated a decision by the ITRO executive board (EB) was due in July 1994. He also showed the impact at Fairchild of double the student load and double the instructor force with actual "joint" training taking place.⁷⁰

Mid-August 1994 saw a letter going out to DAG voting members from Colonel Chapman, the new commander of JSSA and the new chairman of the DAG. He provided an overview of a briefing he had given at a Deputy Executive Board (DEB) meeting. At DEB direction, the following issues had to be reopened. First, the revalidation of costs to consolidate SERE Level C air training at NAS North Island and Fairchild AFB and all ground training at Fort Bragg. A meeting of the facilities, manpower, and cost subcommittees would follow in late October with the results briefed to the DEB on 16 November and the EB on 17 November. Second, a recosting of the Fort Bragg portion of the split-school options. The DEB felt a 19-day course could be used for special operations forces (SOF) personnel, with the 14-day course for non-SOF, ground-oriented personnel.⁷¹

The Department of Defense, on 13 October 1994, announced all aircrew survival training would be conducted at Fairchild AFB, and all training be consolidated during FY96. At that time, the USAF survival school conducted a review of its leadership positions to determine which could be candidates for conversion to Navy billets, which billets could be rotated between AF and USN officers, and which should remain AF billets. Because approximately 75 percent of survival group manning would remain AF and also because of the 336 TRG's responsibility for five survival courses,

⁶⁹ Final Report, "Joint Survival, Evasion, Resistance and Escape Detailed Analysis Group Study," 24-25 May 95; Facsimile, HQ USAF/XOOT to 336 TG/CCM, [ITRO SERE Cost Analysis], 31 May 94, w/atch (SD II-85).

⁷⁰ Talking Paper, Col Chapman, 336 TG/CC, "Joint SERE ITRO," 20 Jun 94 (SD II-86).

⁷¹ Ltr, HQ JSSA/CC to SERE DAG Voting Members, "14 Sep 94 DEB Meeting," 16 Aug 94 (SD II-87).

the group recommended leaving the group commander position an AF billet. However, the deputy commander billet could be converted to either a USN or USMC position. The commander of the 22 TRS, responsible for conducting the combat survival course, could be rotated between an AF and USN person beginning the summer of 1996, with the operations officer position reverting to a Navy 0-5 slot in the summer of 1995. This manning initiative would set up the proper rotation plan for alternating commanders in the squadron. The commander and operations officer positions in the 66 TRS would remain AF billets due to the AF-unique training provided by that unit. The 336 TRSS' commander and operations officer slots would be retained as AF positions--no USN, USA, or USMC personnel would be⁷² gained in the unit if consolidation/collocation took place.

In his 31 October 1994 how goes it letter to the AETC commander, Colonel Strube, the new 336 TRG commander, provided an update on the joint training ITRO process. Although he stated at that time that there didn't appear to be any showstoppers, the USN would later prove to be obstructive and cause one of the later meetings by the DAG to be scrapped at the last moment.⁷³

To compare SERE training methods, instructors from the AF school at Fairchild visited the Navy SERE school at NAS North Island in October 1994. They found Navy instructor skills to be lacking; students leaving the course not well versed in resistance techniques; and students not well trained in recognizing and resisting exploitation. Additionally, AF SERE instructors from Fairchild also observed Army resistance training at Ft Bragg in November 1994. They found instructors contradicting each other during the training process, notes taken by the instructor during tactical interrogations were not sufficient for a good debrief of the student, and other problems not normally associated with the AF course. The AF instructors found⁷⁴ Army training to differ significantly from AF training.

When Maj Gen Edward F. Grillo, Vice Commander, 15 AF, visited Fairchild AFB in late November 1994, one of his concerns was on-base housing for USN personnel and their families. The general specifically asked how the 92 ARW would integrate 150 Navy survival folks into the housing list. The response, that they would be assigned housing

⁷² Ltr, 336 TRG/CC to 19 AF/CV, "Realigning 336 TRG Command Billets," 14 Oct 94 (SD II-88); Point Paper, Col Strube, 336 TRG/CC, "Realigning 336 TRG Command Billets," 14 Oct 94 (SD II-89).

⁷³ Ltr, 336 TRG/CC to AETC/CC, "How Goes It Letter," 31 Oct 94 (SD II-90); Conversation, 336 TRG/CCM with 336 TRG/HO, Nov 94).

⁷⁴ ATC Form 222, Report of Temporary Duty Travel, MSgt Welch, 22 CTS/CCV, "Observe Navy SERE School Operations," 8 Nov 94 (S II-91); Memo, 22 CTS/CPR, "Observation of Navy SERE School Operations," Undated (SD II-92); Memo, 22 CTS/CPF, "Observation of Army SERE School (Resistance Operations)," 28 Nov 94 (SD II-93).

using the same procedures used to assign active-duty AF personnel, was deemed unacceptable, and General Voellger, Commander, 92 ARW, directed his staff to develop a plan to set aside a specified amount of housing for the incoming USN and USMC members.⁷⁵

The consolidation/collocation issue remained open at the end of 1994.

⁷⁵ SSS, Lt Col Voigt, 92 ARW/CCM, "Response to Maj Gen Grillo Questions," 2 Dec 94, w/atch (SD II-94).

PART III

FACILITIES

RESISTANCE TRAINING LABORATORY

Contaminated Water

In October 1993, resistance training laboratory (RTL) personnel identified a contamination problem in the drinking water in the RTL. Tests were run on the waterline, and several breaks were located and repaired. This failed to effect a solution.¹

A work order was submitted to the 92d Civil Engineering Squadron (92 CES) in January 1994 to construct a pumphouse with pump, chlorinator, and piping to supply potable water to the RTL. In the meantime, the survival group entered into a contract with a company in Spokane, Washington, to provide five bottles of water each week to the RTL beginning on 13 January 1994.²

A meeting was held at 92 CES on 2 February 1994 to discuss the water problem. Blueprints showed the 4-inch line going into the RTL to be steel; however, when workers from the city of Spokane began a leak check on the line, they discovered the pipe to be concrete covered with asbestos. Since their equipment would work³ only on steel, they were unable to complete the leak check.

Repair options were discussed. One was for Spokane city workers to conduct a hydraphone test (inserting a camera into the pipe and viewing it from the inside out to check for leaks). The final two options included pressure checking the pipes or installing a new plastic pipe. The group discarded pressure checking after they found civil engineering did not have the parts installed or on hand to conduct the test. The group also ruled out installation of new piping due to the cost and the fact Washington State⁴ had to approve the plans before work could be accomplished.

Doctor (Maj) Mark Cunningham, the group's flight surgeon, required three consecutive weekly tests showing adequate chlorine residuals and no bacterial growth before he cleared

¹ Ltr, 92 CES/ACE to 336 TG/CC, "Drinking Water Supply for the Resistance Training Area," 5 May 94 (SD III-1); Memo for Record, 92 MG/SGPB, "Prisoner of War Camp Drinking Water Summary," 2 May 94, w/atch (SD III-2); Memo, 336 TRG/CD to 92 CES/CC, [Drinking Water for RT Compound], Undated (SD III-3).

² AF Form 332, Base Civil Engineer Work Request, [Construct Pumphouse, RT Compound], 6 Jan 94 (SD III-4). AF Form 9, Request for Purchase, [#F7336T40100100, Bottled Water for RT Compound], 10 Jan 94 (SD III-5); DD Form 1155, Order for Supplies or Services, 10 Jan 94 (SD III-6).

³ Report, 336 TRSS/CEF, "Problems at RT," 4 Feb 94 (SD III-7).

⁴ Ibid.

the water in the RTL for human use. Although the doctor considered there to be little likelihood of pathogenic E-coli in the water, he also believed the risk to instructors constantly exposed to the water to be unacceptably high.⁵

On 23 March 1994, when the water system failed three weeks in a row to pass potability tests, 336 TRG CE personnel contacted the CE offices at Air Mobility Command (AMC). Although they understood the potential impact a lack of potable water could have on survival training, AMC considered the solution to be a minor construction project in excess of \$2000 requiring AETC money to undertake a fix.⁶

Reinforcement of this stance occurred in a 5 May 1994 letter written to the commander of the 336 TRG by the Fairchild assistant base civil engineer, Mr Frederick L. Zitterkopf. Mr Zitterkopf stated the integrity of the water distribution system leading to the RTL had been investigated and there were no potential problems; however, he also strongly recommended AETC fund a project to ascertain system integrity. 336 TRG personnel believed this to be a host-base responsibility and immediately contacted Mr Zitterkopf. Result--a 20 May 1994 letter in which Mr Zitterkopf wrote they would undertake and complete a project to investigate possible problems within the distribution system by the end of June,⁷ and develop a plan of action to correct any problems.

A follow-up in December 1994 showed significant repair work took place throughout 1994. The work included the installation of a gas chlorination system at well 2, the water source for the RTL. The system allowed CE to maintain an adequate chlorine residual throughout the distribution system. During its investigation of the distribution system, CE discovered and repaired water main leaks; they replaced the service line and a fire hydrant and several valves; and engineering personnel also installed a temporary meter to⁸ determine if the leakage problem had been resolved.

The investigation also revealed discrepancies in the system plans maintained by 92 CES. As a result, the plans were revised and a set of drawings provided to the 336 TRG's engineering flight.⁹

⁵ Ltr, 22 CTS/CPR to Multiple Addressees, "Status of RTL Potable Water," Undated (SD III-8).

⁶ Ibid.

⁷ Ltr, 92 CES/ACE to 336 TG/CC, "Drinking Water Supply for the Resistance Training Area," 5 May 94; Memo, 92 CES/CC to 336 TG/CC, [Drinking Water for RT Area], 19 May 94, w/atch (SD III-9).

⁸ Ltr, 92 CES/CC to 336 TRG/CC, "Drinking Water Supply for the Resistance Training Area," 20 Dec 94 (SD III-10).

⁹ Ibid.

Additionally, CE initiated regular monitoring of the water distribution system to check for adequate chlorine residuals and unsatisfactory bacteriological counts. By the end of 1994, the water system had been repaired and potable water supplied to the RTL.¹⁰

Communications System Upgrade

Inferior sound, bleedover/feedback, and other problems with the audiovisual and telephonic equipment used in the RTL severely limited the 336 TRG's ability to monitor training electronically. This problem, originally identified in 1992, continued into 1994. Although the 92d Communications Squadron assigned one person as the liaison between survival and their organization, there were external factors (funding, responsibility and timing of the system and projects, and so forth) which impacted the final implementation of the new system.

Mr Carl E. Jennings, the project engineer assigned to the 1845th Engineering Installation Group, previously stated the combined electrical requirements of the RTL's heating system and the communications system upgrade exceeded the lab's electrical system capabilities. A project to replace the heating/air conditioning system (estimated cost of \$37,000) would not be completed until the summer of 1994; however, survival civil engineering personnel were told the delay in the heating/air conditioning project would not affect work on the new communications system.¹²

Self-help projects within the 22d Training Squadron did, however, have an impact. After discussions, the 22 TRS restricted the amount of self-help worked accomplished by the base training flight. The priority of two projects directly affecting installation of the new communications system were reevaluated. Ducting removal became a SABRE project and would be done during installation of the heating/air conditioning system. Also, instead of base training personnel designing and constructing the console for the new system, their role became limited to providing ergonomic advice to a technical expert.¹³

On 30 September 1988, a contract was awarded to D'Tel Communications for the purchase and installation of telecommunications equipment for the RTL (total cost, \$111,145). The contract provided for a 10-year maintenance program, funded annually. The first year of maintenance, covered under warranty, began 20 November 1989, and paid

¹⁰ Ibid.

¹¹ Ltr, 22 CTS/CPR to 22 CTS/CC, "Concerns raised by TSgt Kutchman's Comm Upgrade Report," Undated (SD III-11).

¹² Ibid.

¹³ Ibid.

maintenance began 20 November 1990. The contract was transferred to Fairchild for administration and oversight on 23 November 1988. The communications squadron of the 336 TRG's host base failed to adequately monitor the contract, and all deficiencies/problems were reported and monitored by 336 TRG personnel. With the new system installed and up and running, the D'Tel contract would not be needed. The 336 TRG faced two options--(1) pay off the contract or (2a) void the contract for noncompliance. In June, the Fairchild's contracting officer sent a letter to the 336th Training Support Squadron asking about information on the new communications system. She noted if the new system was operational before the termination of D'Tel's contract, the AF would be obligated to pay the contractor regardless of whether or not they provided any service. In September, the school was notified the D'Tel maintenance contract would not be renewed for FY95.¹⁴

Installation of the new comm system began the end of June 1994, with an anticipated completion date of 5 August 1994;¹⁵ however, the actual completion date was 30 September 1994.¹⁵

SURVIVAL SCHOOL AID STATION

The Defense Medical Facilities Office approved a program for design of a new survival school aid station (medical clinic) on 7 October 1993. Mr Gordon K. Dowery, Director, Defense Medical Facilities Office, Office of the Assistant Secretary of Defense, Health Affairs, notified the regional facilities division of approval of the proposal on 27 October 1993. The school was notified in January 1994 by Maj Charles C. Armstead, Regional Health Facilities Office - Western Region, and directed to contact Maj Ronald Richardson, the regional facilities¹⁶ division's chief designer, when the design process began.

¹⁴ Talking Paper, Marion Nelson, 92 CONS/LGCV, "Maintenance of Survival Telecommunication Equipment," 25 Feb 94 (SD III-12); Agenda, [Discuss D'Tel Corporation Contract], 25 Feb 94 (SD III-13); Memo for Record, 336 TRSS/CEF, [Intel Contract], Undated, w/atch (SD III-14); Memo for Record, 22 TS/CPR, "D-Tel Communications Maintenance Contract," 19 Sep 94 (SD III-15).

¹⁵ Note, 92 CS/SCXI, "Status of Project 2529A3D0 Comm Upgrade to the Resistance Training Lab," 18 Mar 94 (SD III-16); AF Form 3215, Communications-Computer Systems Requirements Document, "Resistance Training Lab Telephone Requirements," Undated, w/atch (SD III-17); Ltr, 22 TS/CPRF to 22 TS/CC and 336 TG/CC, "New RTL Audio/Video System Installation," 14 Jun 94 (SD III-18); Msg, 1849 EIS/CC to Multiple Addressees, "Notification of 1849 Electronics Installation Team Arrival to Upgrade Comm to the Resistance Training Lab Under Project 2529A3D0-GJKZ-0011-B at Fairchild AFB WA," 152106Z Jun 94 (SD III-19); Memo for Record, 22 TS/CPR, [RT Comm System], 7 Aug 94, w/atch (SD III-20); Memo for Record, 1845 EIS/Team Chief to 22 TS/CPR, "Panels Received from Local Contractor, Simplex," 15 Sep 94 (SD III-21); Ltr, 22 TS/CPRF to Tom Milroy/Simplex, "Contractor Support/Equipment Delivery," 16 Sep 94 (SD III-22); Memo, 22 TS/CPR, "Communications System Upgrade," 30 Sep 94 (SD III-23).

¹⁶ Facsimile, Health Facilities Office-Western Region to 336 TSS/SG, "Survival School Aid Station Replacement," 11 Jan 94, w/atch (SD III-24).

A larger than normal net square footage (6064) for the project resulted when the school outlined the difference in mission than that normally associated with an aid station. Included were inprocessing of approximately 30 students per week; psychological evaluations of both students and instructors; emergency and routine medical care for students, survival school personnel, and family members; the presence of 12 independent duty medical technicians, a flight surgeon, a psychologist, mental health technicians, and an administrative staff; ¹⁷ as well as a pharmacy stocking approximately 200 line items.

Although approved, no further progress was made on the project by the end of 1994.

LOGISTICS SUPPORT COMPLEX

In March 1994, the survival school received a tasking from HQ AETC civil engineers to reevaluate the commanders' facility assessment ratings for facilities assigned to the 336 TRG and its subordinate units. After conducting a thorough evaluation of the condition of each building, its use, and present and future mission requirements, the rating of the transportation facility was downgraded from degraded to unsatisfactory, and the supply facility remained assessed as "degraded."¹⁸

Transportation, Building 1212, housed the vehicle maintenance functions in support of the school's mission. The design of the facility, constructed in 1952, did not support vehicle maintenance and repair functions. The lack of space and equipment resulted in job delays, reduced vehicle ability, delays in repair and maintenance of critical training area roadways, and repair costs for work the school could not perform. Additionally, the school faced removal of its existing fuel storage tank and station because of tightened state regulations on the storage of fuel. This would impact the availability of fuel. In addition, the quantitative distance zone of Fairchild's weapons storage area included the space occupied by Building 1212. Finally, cramped and below-standard work spaces did not provide ¹⁹ adequate margins of safety for transportation personnel.

Supply, Building 1238, ordered, stored, issued, and maintained all equipment and supplies used by the survival school. Shortfalls of supply storage space adversely impacted field training operations, and would increase as the school lost approximately 10,000 square feet of an on-

¹⁷ Ibid.

¹⁸ Ltr, 336 CTG/CC to HQ AETC/CEP, "Priority Listing - Level I MILCON Projects," 11 Mar 94 (SD III-25).

¹⁹ Ibid.

base storage space programmed for demolition. Fairchild's transfer to an AMC mission and an increase in the number of squadrons assigned to the base further impacted on-base storage space.²⁰

These two items severely impacted the school's mission and made completion of the logistics²¹ complex military construction project by FY97 imperative.

Lt Col Dennis J. Lami, Chief, Transportation Division, Directorate of Logistics, HQ AETC, notified the school of the directorate's support of the project on 15 April 1994 and asked the school to keep²² them in the loop on developments affecting the project.

The project became the school's number one military construction project, with an anticipated construction year of 1997.²³

PARACHUTE TRAINING FACILITY

In May 1992, Congress approved military construction project GJKZ 87-80075 at a cost of \$2.047 million. The project's scope included a 1,020 square foot classroom, a 1,100 square foot office, and 11,380 square feet devoted to training. The project designers, Bovay Northwest, Spokane, Washington, ensured adequate training and administrative space was available to train students from the USA, USAF, USMC, and USN. Norse Incorporated, a contractor from Tacoma, Washington, built the facility. Groundbreaking on the project took place 17 September 1993, and, even with modifications to the original contract, final acceptance occurred on 22 September 1994, although the school accepted the project as substantially completed on 8 September 1994 so personnel could start moving into the facility.²⁴

The new facility combined two facilities; one, a 1956 metal building constructed as a self-help warehouse and later converted to a training facility, and the second a facility converted²⁵ in 1967 from a pole barn with self-help metal siding added.

²⁰ Ibid.

²¹ Ibid.

²² Ltr, HQ AETC/LGT to Multiple Addressees, "MILCON Projects," 15 Apr 94, w/atch (SD III-26).

²³ Note, 336 TRG/CC to 336 TRG/HO, [MILCON], Undated.

²⁴ Memo, 336 TRSS/CEF, "Parachute Training Facility," Undated (SD III-27); Ltr, 336 TSS/CEF to 92 CES/CEEE, "Modification to Contract GJKZ87-0075 - Parachute Training Facility," 6 Sep 94; Ltr, 92 CES/CECE to 336 TRG/CC, "Beneficial Occupancy, Contract No DACA67-93-C-0050, Project No GJKZ 87-0075, Parachute Training Facility," 26 Sep 94 (SD III-28).

²⁵ Facsimile to 336 TRSS/CEF, [Itinerary and Contract Information], 28 Sep 94 (SD III-29).

A ribbon-cutting ceremony took place at the new facility on 29 September 1994.²⁶

²⁶ Ltr, 22 TS/CPB to Multiple Addressees, "Ribbon Cutting Ceremony, Parachuting Building," 26 Sep 94 (SD III-30); Facsimile to 336 TRSS/CEF, [Itinerary and Contract Information], 28 Sep 94.

APPENDIX A LINEAGE AND HONORS

Unit Designation 336th Training Group (Survival)
 (effective 1 Apr 94, per AETC SO G-
 24, 7 Mar 94)
 Previous Designation ... 336th Crew Training Group(Survival)
 Higher Headquarters Nineteenth Air Force, Air Education
 and Training Command
 Commander Colonel John C. Chapman, Jr.
 (effective 17 Jul 92, SO G-109
 dated 14 July 92)
 Colonel John L. Strube
 (effective 11 July 94, SO G-06
 dated 26 May 94)
 Deputy Commander Colonel Tommy G. Brown
 Lt Col William E. Osborne
 (effective 27 Dec 94)
 Assigned Units 336th Training Support Squadron
 17th Training Squadron, Tyndall AFB
 FL until 14 Jun 94 and NAS Pensacola
 FL after 14 Jun 94
 22d Training Squadron
 66th Training Squadron
 Detachment 1, 336th Training Group,
 Eielson AFB AK
 36th Rescue Flight
 Station Fairchild Air Force Base, Washington
 Aircraft Assigned UH-1N, Hueys
 Motto "That They Shall Survive"
 (effective 24 Jun 81, HQ ATC Dir,
 Pers Pgm Ltr, Doc 5, 3636 CCTW
 History, Jul-Dec 81)
 Awards and Decorations . AFOUA (1 Jul 91-30 Jun 93),
 AETC SO GA-113, 23 Mar 94



336TH TRAINING GROUP EMBLEM DESCRIPTION

The emblem is symbolic of the unit and the Air Force colors, ultramarine blue and golden yellow, as well as the national colors, are used in the design. The color blue alludes to the sky, the primary theatre of operations, and yellow to the sun and excellence of personnel in assigned tasks. The globe reflects the world-wide mission of the aircrews trained by the group. The lamp of learning and the sword are taken from the emblem of the 3636th Combat Crew Training Wing, predecessor of the group. The star, Polaris, is superimposed upon a compass rose. Polaris, the Polestar, signifies the North star used by woodsmen who seek direction. The Polestar also reflects the phrase, "Knowledge is the Polestar," noted on the monument dedicated to ATC instructors located in front of ATC headquarters. Such is the guiding principle on which members of the group rely to discharge the responsibilities of their mission. The compass rose reflects the commonality of instruction in direction-finding provided at each of the environment schools within the 336th Training Group.

APPENDIX B
ROSTER OF KEY PERSONNEL
1 JANUARY - 31 DECEMBER 1994

<u>POSITION</u>	<u>NAME</u>	<u>FROM</u>	<u>TO</u>
Commander	Col John C. Chapman, Jr.	17 Jul 92	11 Jul 94
	Col John L. Strube	11 Jul 94	Present
Deputy Commander/IG	Col Tommy G. Brown	4 Jun 91	27 Dec 94
	Lt Col William E. Osborne	27 Dec 94	Present
Executive Officer	Lt Col Kirk L. Brown	10 Mar 93	30 May 94
	Maj Linwood J. Jenkins	27 Jun 94	Present
Senior Enlisted Advisor	CMSgt Calvin L. Martin, Jr.	30 Sep 91	28 Jan 94
	CMSgt Charles W. Lovelady	28 Jan 94	Present
Cmdr, 17th Training Sq	Lt Col Lance W. Bachran	26 Jun 92	22 Jun 94
	Lt Col Edward N. McKinney	22 Jun 94	Present
Cmdr, 22d Training Sq	Lt Col George K. Reedy, Jr.	12 Jun 92	12 Jun 94
	Lt Col Mark M. Rumohr	12 Jun 94	Present
Cmdr, 66th Training Sq	Lt Col William M. Collins	10 Mar 93	28 Nov 94
	Lt Col Craig M. Seeber	28 Nov 94	Present
Cmdr, Det 1, 336 TRG	Maj John A. Dowless, Jr.	18 Jun 93	Present
Cmdr, 336th Trng Spt Sq	Maj William G. Hughes II	30 Aug 93	Present
Cmdr, 36th Rescue Flight	Maj Mark C. Noyes	26 Oct 93	2 Aug 94
	Maj Richard M. Fraker	2 Aug 94	Present

Source: Hist (FOUO), 336 CTG, Jul-Dec 93, Info Used is Not FOUO;
 Group Alpha Rosters, Monthly Jan-Dec 94.

APPENDIX C
PERSONNEL STRENGTH
(336th Training Group - CY94)

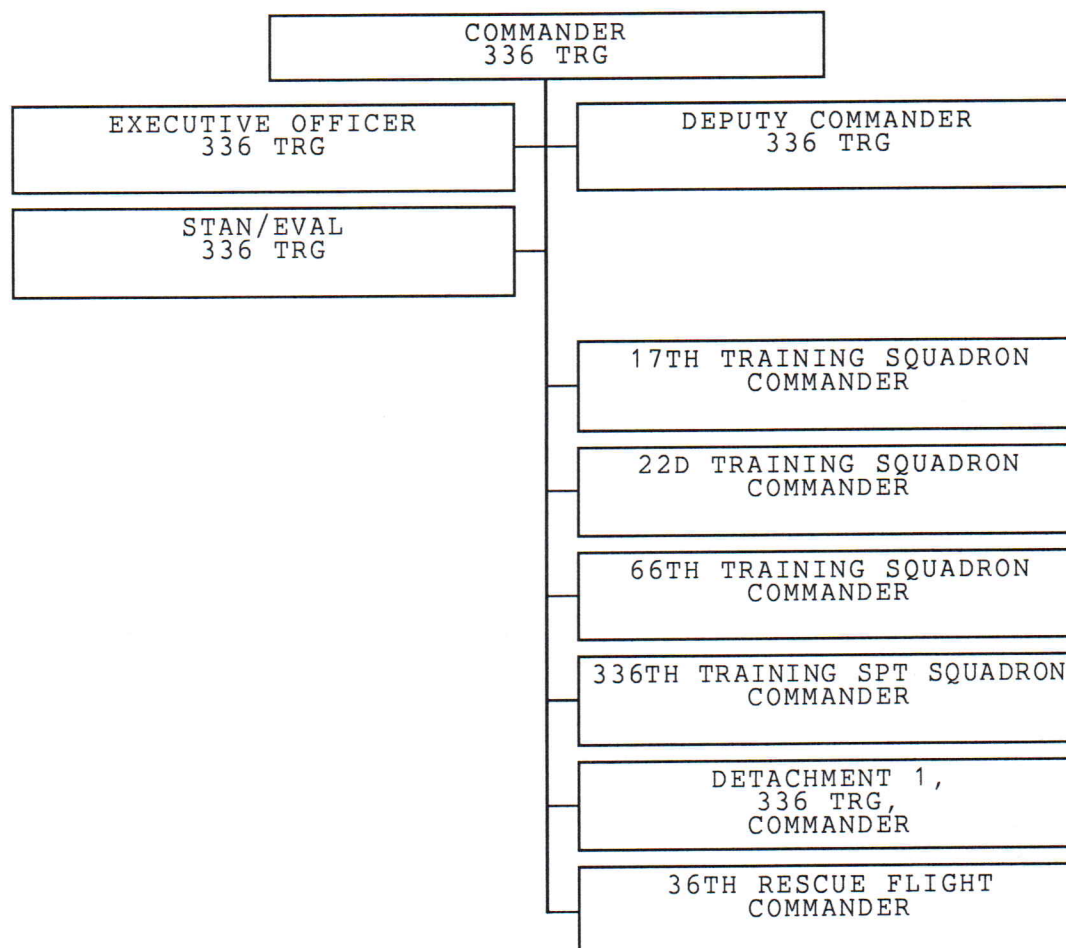
	<u>1st Qtr</u>		<u>2d Qtr</u>		<u>3rd Qtr</u>		<u>4th Qtr</u>	
	<u>Auth</u>	<u>Asqd</u>	<u>Auth</u>	<u>Asqd</u>	<u>Auth</u>	<u>Asqd</u>	<u>Auth</u>	<u>Asqd</u>
336 TRG								
Off	36	32	36	33	35	34	35	36
Enl	396	397	396	397	397	369	397	362
Civ	25	23	25	24	25	23	25	22
TOTAL	457	452	457	454	457	426	457	420

*Figures are as of last day of each quarter.

SOURCES: 336 TRG/CCEP and Rprt, HQ AETC/FMP, "AETC Information Digest," Qtrly 1994.

APPENDIX D
ORGANIZATIONAL CHART

336TH TRAINING GROUP



Source: 336 TRG Records and Files

APPENDIX E
SURVIVAL TRAINING CLASS STATISTICS

GRADUATES BY COURSE
January - December 1994

<u>Course</u>	<u>Number Graduated</u>
S-V80-A	2,361
S-V81-A	29
S-V86-A	718
S-V87-A	623
S-V90-A	1,055

Source: 336 TRSS/MTF

APPENDIX F
AIRCRAFT
January - December 1994

Aircraft Type: UH-1N, Huey

Number Authorized: 4

Number Assigned: 4

Flying Hours by Month:

January	71.1
February	74.6
March	129.4
April	130.5
May	193.3
June	121.5
July	163.1
August	171.3
September	83.8
October	122.4
November	124.9
December	91.5

SOURCE: 36 RQF Records and Files

GLOSSARY

AAA

AF	Air Force
AFDTC	Air Force Development Test Center
AETC	Air Education and Training Command
AFB	Air Force Base
AFSC	Air Force Specialty Code
AMC	Air Mobility Command
ATC	Air Training Command

CCC

CE	civil engineering
CES	Civil Engineering Squadron
CFETP	career field education and training plan
CSAR	combat search and rescue

DDD

DAG	Detailed Analysis Group
DEB	Deputy Executive Board
DoD	Department of Defense

EEE

EB	executive board
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FFF

FOUO	For Official Use Only
FY	fiscal year

HHH

HQ	Headquarters
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III

ITRO	Interservice Training Review Organization
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JJJ

JCS	Joint Chiefs of Staff
JSSA	Joint Services Survival, Evasion, Resistance, and Escape Agency

	LLL	
LPO		Little Pend Oreille
	MMM	
MOA		memorandum of agreement
MOU		memorandum of understanding
	NNN	
NAS		Naval Air Station
NAWSTP		Naval Aviation Water Survival Training Program
	PPP	
PFT		programmed flying training
POW		prisoner of war
	QQQ	
QLG		Quick Look Group
	RRR	
RQF		Rescue Flight
RT		resistance training
RTL		resistance training laboratory
	SSS	
SA		support agreement
SERE		survival, evasion, resistance, and escape
SOF		special operations forces
	TTT	
TRG		Training Group
TRS		Training Squadron
TRSS		Training Support Squadron
	UUU	
US		United States
USA		United States Army
USAF		United States Air Force
USMC		United States Marine Corps
USN		United States Navy

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